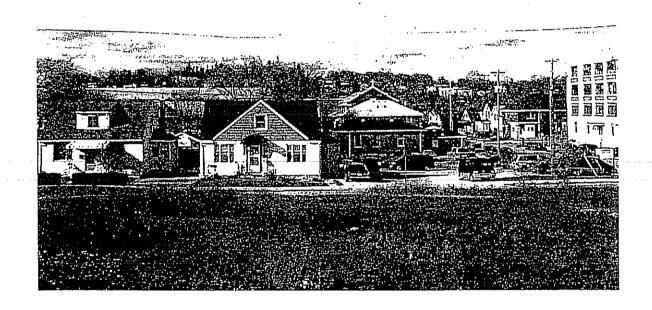
# ST. PATRICK'S WARD COMMUNITY REINVESTMENT STRATEGY



COMMUNITY IMPROVEMENT PLAN
JANUARY 2003

City of Guelph Planning Department

# ST. PATRICK'S WARD COMMUNITY IMPROVEMENT PLAN

# 1.0 AREA OF APPLICATION

This Plan shall be known as the *St. Patrick's Ward Community Improvement Plan.* **Schedule A** illustrates the neighbourhood's location in the overall Guelph context. **Schedule B** identifies the limits of the St. Patrick's Ward Community Improvement Project Area. This project area is located within Community Improvement Area Number 2 as illustrated on Schedule 5 of the City of Guelph Official Plan (June 2002 consolidation).

# 2.0 BACKGROUND

In September 1998, Guelph City Council endorsed the initiation of the Ward One Community Plan study. This study was originally conceived as a traditional planning exercise to direct expected land use change. Two public information meetings were held on November 25, 1998 and June 24, 1999. A number of technical studies were also completed during this time.

In February 2001, City Council approved a new strategic reinvestment approach that would better meet public expectations regarding desired neighbourhood improvements. The St. Patrick's Ward Community Improvement and Land Use Study: Draft for Public Review, January 2002 report summarized the proposed reinvestment and land use strategy for the St. Patrick's Ward neighbourhood. A public information meeting was held on March 5, 2002 to outline the study's findings and to invite public comments. The report also provided a summary of the background information that formed the basis of this Plan.

City Council adopted the St. Patrick's Ward Community Improvement Plan on May 21, 2002. The Community Improvement Plan has been approved by the Ministry of Municipal Affairs and Housing and came into force on January 1, 2003.

# 3.0 PURPOSE OF THE COMMUNITY IMPROVEMENT PLAN

The St. Patrick's Ward Community Improvement Plan is a strategic plan to guide reinvestment in this area. This Plan recognizes that land use change and reinvestment will likely occur in an incremental manner over a long period of time. These changes must also be respectful of the unique cultural, economic and physical context of the St. Patrick's Ward neighbourhood. The Community Improvement Plan is a strategic tool that:

- Quantifies community improvement needs, priorities and costs;
- Identifies the neighbourhood's unique strengths, weakness and opportunities;
- Provides a structured approach to community reinvestment so that multiple objectives are satisfied (i.e. coordination of infrastructure, social, transportation, visual quality and functional improvements);

- Ensures that reinvestment expenditures and future incentive programs will be consistent with the overall community improvement strategy;
- Provides a strategy that identifies the City's operational priorities and responsibilities; and,
- Positions the municipality to take advantage of any programs that may be offered by senior levels of government in order to offset the costs of community improvements.

The preparation of a Community Improvement Plan is authorized by the *Planning Act*. Once a Community Improvement Plan is approved, the municipality has a wider range of legislative powers to offer incentives and make improvements in conformity with the Plan's policies. The St. Patrick's Ward Community Improvement Plan does not contain grant and loan provisions in accordance with subsection 28(7) of the *Planning Act*. Therefore, prior to the implementation of any financial incentives under Section 28 of the *Planning Act*, an amendment to the St. Patrick's Ward Community Improvement Plan, or a new Community Improvement Plan would need to be approved by the Ministry of Municipal Affairs and Housing.

# 4.0 GOALS OF THE COMMUNITY IMPROVEMENT PLAN

The overall goals of the St. Patrick's Ward Community Improvement Plan are to:

- Enhance St. Patrick's Ward as an attractive place, with a high quality of life, for Guelph residents to live, learn, work, shop, play, recreate, gather and worship by investing in community improvements.
- 2. Encourage investment on industrial, commercial and residential lands.
- 3. Provide a clear and flexible land use framework to accommodate change and provide a degree of certainty for private and public investment.
- 4. Improve the visual quality and accessibility of the area's public lands by improving key pedestrian linkages, parks, trails, streetscape and gateway entrance features.
- 5. Provide a prioritized 10-year program of community improvement initiatives for consideration in the City's Capital Budget process.
- Consider future incentive programs to encourage desirable development and investment.
- 7. Improve land use compatibility between residential, industrial and railway uses.

# 5.0 REINVESTMENT FOCUS OF THE COMMUNITY IMPROVEMENT PLAN

Municipalities are facing significant challenges in allocating sufficient funds to upgrade and maintain existing infrastructure and community facilities in established urban areas. Many municipalities have accumulated an infrastructure deficit as increasingly scarce funds have been allocated to

meeting development pressures in suburban greenfield locations. Financial pressures in established neighbourhoods have also been exacerbated in recent years by the withdrawal of senior government infrastructure funding and legislative constraints relating to the collection of development charges.

To meet the Official Plan's goals of a compact and efficient city, a greater proportion of urban growth should be directed to established areas through adaptive re-use of existing buildings and infill development. The St. Patrick's Ward Community Improvement Plan forms the basis for implementing this objective by detailing hard and soft infrastructure improvements to accommodate development activity. These investments will also benefit existing and future residents and businesses.

## 6.0 COMMUNITY REINVESTMENT STRATEGY

City priorities need to be set to focus limited resources toward specific strategic improvements. The Plan's reinvestment strategy will guide municipal activities by:

- Identifying a series of integrated initiatives that are specific and measurable.
- Preparing an action plan for each initiative that identifies the required activities, budget and anticipated time frame for completion.
- Monitoring the effectiveness of the Community Improvement Plan priorities in concert with future five-year public reviews of the Official Plan.

# 6.1 Proposed Improvements

Several infrastructure projects are proposed within the St. Patrick's Ward area and are described in more detail in the following sections of the report. In addition to traditional engineering works, the Community Improvement Plan proposes a number of actions that benefit the overall quality of life in the neighbourhood.

Consideration has been given to improving accessibility to the existing parkland along the Speed and Eramosa Rivers. Road improvement projects along York Road should investigate means to ease access to the parkland and community trails along the river. New trail linkages are also being proposed adjacent to the Speed River.

Pedestrian connections to the Downtown and John Galt Park should also be improved as part of future intersection improvements and as part of the proposed Founder's Gateway project in the approved Downtown Public Realm Plan. Trail connections to the Eramosa River valley, east of Victoria Road, are also being proposed.

Several streetscape improvements are proposed on key streets to positively affect the visual character of the area. Actions include landscaped boulevards, street trees, sidewalk and bus stop upgrades. An enhanced landscape treatment or gateway feature is proposed for key intersections. This treatment may include the creation of parkettes with seating areas and a higher level of landscaping.

The re-establishment of municipal boulevards and the screening of commercial parking lots would also be a priority. The visual quality of some triangular land parcels could also be improved with landscaping as part of a streetscape improvement project. Incremental improvements can also be made on a site-specific basis as a condition of development or site plan approval.

As part of the Community Improvement Plan's implementation process, additional studies will take place including:

- Public process for the Neighbourhood Traffic Management Plan;
- Land use policy review;
- City-wide financial incentive review;
- Neighbourhood accessibility audit;
- Guideline for development adjacent to the Guelph Junction Railway; and,
- Property standards audit.

The above studies will include opportunities for additional public consultation and will include implementation strategies that complement the overall goals of the Community Improvement Plan.

# 6.2 Recommended 10 Year Plan

The intent of the St. Patrick's Ward Community Improvement Plan is to provide an integrated ten-year action plan to address deficiencies and realize neighbourhood opportunities. Priorities have been set according to technical background review, operational considerations and public consultation.

Tables One and Two outline the specific community improvement projects, their timing and cost. These priority projects are to be completed within a 10-year timeframe. An attempt was made to balance the hard infrastructure projects (roads, sewers, water etc.) with projects that improve the overall quality of life in the neighbourhood (streetscape, park and trail improvements). Wherever possible, projects have been coordinated to meet multiple objectives, increase cost-effectiveness and limit inconvenience to residents and local businesses.

This Community Improvement Plan recognizes that there are several projects where the timing is dependent upon redevelopment activity occurring. The timing and financing of certain projects may change if major development occurs sooner than anticipated. The prioritization of other projects may be altered as a result. Similarly, new information on the condition of area infrastructure may require City resources to be shifted resulting in a change of prioritization. The specific projects and estimated costs in the Community Improvement Plan will be reviewed and coordinated as part of the annual Capital Budget process.

In addition, the introduction of senior government infrastructure funding programs may also change the prioritization of projects. To keep current, the Community Improvement Plan should be reviewed in concert with the Official Plan review.

generally every five years. Prioritization of specific projects can be adjusted accordingly at that time.

Schedule C illustrates proposed hard infrastructure improvements by project year (one to ten). Infrastructure improvements include traffic calming, improved intersections and upgrades to water, road, sanitary sewer, storm water and sewer services. Sidewalks, curbs and grassed boulevards are included in all road reconstruction projects. Many of these infrastructure projects are scheduled at the same time to be cost-efficient and to reduce inconvenience to local residents and businesses.

**Schedule D** illustrates the proposed streetscape, park and community trail improvements by project year (one to ten). St. Patrick's Ward area is underserviced in terms of centrally located neighbourhood parks. These open spaces are particularly important for very young children and senior citizens. A new neighbourhood park is proposed adjacent to Sacred Heart School as part of the W.C. Wood redevelopment. It should be noted that the timing of the W.C. Wood redevelopment is at the owner's discretion and the implementation year would change accordingly.

# 6.3 Ten Year Project Schedule

The following projects are considered to be a priority to complete within the next five years (see **Table One**). After five years, the priority of the remaining projects should be reviewed. **Table Two** provides the anticipated projects in years Six to Ten.

## Year One

- Complete public consultation process for the neighbourhood traffic management plan and implement the appropriate recommendations.
- Water main upgrades on Ontario Street and Neeve Street.
- Complete public consultation process for the review of land use policies and regulations within the St. Patrick's Ward neighbourhood.
- Review of incentive programs to encourage desirable development and investment as part of the Development Charges Policy Update and the City's Brownfield, Heritage Retention and Affordable Housing Strategies. An Upgrade to Building Code program may also be considered.
- Accessibility audit of neighbourhood sidewalks, connections to community facilities, public transit, parks and the Downtown.

A major concern for local residents is the amount of cut-through traffic on local streets. A local business has contributed funding to assist in implementing a neighbourhood traffic calming initiative. Staff will initiate the public consultation process for the neighbourhood traffic management plan in 2002. Water main upgrades will occur at the same time as the traffic calming implementation occurs.

A public consultation process will occur to review a number of land use concerns raised during the public consultation process.

A city-wide review of possible incentive programs to encourage affordable housing, brownfield development and heritage retention is proposed for Year One. A review of the City's Development Charge Policy is also anticipated.

An accessibility audit of sidewalks, connections to community facilities, parks and the Downtown is recommended and supported through the public consultation process. Specific priorities will be established as part of the review.

# Year Two

- Implementation of land use review recommendations.
- Implement incentive programs.
- Property standards audit.
- Guelph Junction Railway guidelines.
- Morris Street reconstruction (Phase 1).
- New parkette along Speed River at the Wyndham Street bridge.

Implementation of the land use review and incentive program review would likely occur in Year Two. Some components of the land use review may occur in Year One. City-wide incentive programs may also be implemented in Years One and Two.

Many residents have raised the enforcement of property standards in this area as a concern. The current practice of investigating on a complaint basis puts the onus on residents to contact City staff. A property standards audit should be undertaken to objectively assess the problem. This audit would require additional budget resources to complete this task.

City staff and representatives of the Guelph Junction Railway should review current practices and determine if new guidelines are required to guide land use adjacent to the Railway.

Several roads within the St. Patrick's Ward area require reconstruction on a priority basis. New sidewalks and landscaped municipal boulevards will improve the visual character of the area and show municipal commitment in improving the quality of life of residents. The first project is the reconstruction of Morris Street from York Road to Alice Street.

The Community Improvement Plan also recognizes the need for municipal actions to improve the visual quality of the neighbourhood. To recognize the importance of the river setting, an enhancement of the parkland adjacent to the Wyndham Street South bridge is recommended. This parkette would provide additional opportunities to enjoy the river setting and trail network. The

landscape will also improve the visual quality of an important neighbourhood entranceway.

## Year Three

- Neeve Street sidewalk and streetscape improvements.
- Morris Street reconstruction (Phase 2).
- Elizabeth Street reconstruction
- Intersection improvements at York Road and Victoria Road.

Neeve Street is a key pedestrian street within the neighbourhood and can benefit from sidewalk repairs and installation of a new east sidewalk between Ontario Street and Toronto Street

Road improvements include the reconstruction of Morris Street between York Road and Alice Street and the reconstruction of Elizabeth Street east of Stevenson.

Intersection improvements include Victoria/Elizabeth and York/Victoria. The York/Victoria project has been approved in the Capital Budget.

# Year Four

- Streetscape improvement on Elizabeth Street and entranceway enhancement at Victoria Road.
- Entranceway enhancement at York Road and Victoria Road intersection.
- · Stevenson Street reconstruction.

Following the road works in Year Three, streetscape and landscaped entrance enhancements will be made at the Victoria/Elizabeth and Victoria/York intersections. Streetscaping will also improve the visual quality of the Elizabeth Street commercial and industrial properties. Reconstruction of Stevenson Street and intersection improvements at Elizabeth Street is proposed.

#### Year Five

- Alice Street reconstruction.
- York Road reconstruction (Phase 1).
- Parking improvements at York Road Park.
- Streetscape improvement on Stevenson Street and a new parkette.
- Five year review of Community Improvement Plan priorities.

Road reconstruction projects include Alice Street between Huron Street and Stevenson Street. The first phase of the York Road reconstruction project is proposed between Wyndham Street and Morris Street.

Opportunities for improving public access to the parklands south of York Road should be explored. Improvements to on-street and off-street parking to access the parklands should also be explored. Streetscape improvement on Stevenson Street and a new parkette on city-owned property at the south-west corner are proposed.

In concert with the review of the Official Plan, generally every five years, the priority projects of the Community Improvement Plan should also be reviewed. Adjustments could be made if new information and public expectations change.

## Year Six

- Streetscape improvement on York Road (Phase 1).
- Wyndham to York trail linkage.
- Arthur Street reconstruction.
- Victoria reconstruction and trail crossing of Eramosa River.

Following the York Road construction, streetscape improvements will be made. Improving pedestrian access to the parkland south of York Road should be investigated. Working with neighbouring landowners, a trail linkage along the Speed River is proposed to connect York Road to Wyndham Street.

Arthur Street reconstruction is proposed in Year Six. However, development activities on the W.C. Wood property or the former Len's Mill property may advance or delay anticipated timing.

Following approval of an Environmental Assessment study, improvements will be made to Victoria Road south of York Road. Trail connections to the southerly side of the Eramosa River should also be made at this time. Capital Budget funds have been approved for this project.

#### Year Seven

- York Road reconstruction (Phase 2).
- Streetscape improvement on Victoria Road.
- Reconstruction of the 100 Steps.
- Beverley Street reconstruction.
- Pedestrian improvements to the Downtown and John Galt Park as part of the Founder's Gateway project.

Road projects include the reconstruction of York Road between Morris Street and Stevenson Street. York/Stevenson intersection improvement is also proposed.

Reconstruction of the 100 steps, a vital pedestrian linkage between Elizabeth Street and Grove Street. The bridge component is scheduled for replacement within the Canadian National Railways budget. City staff will continue to communicate with CNR staff to coordinate this project.

Beverley Street reconstruction is proposed in Year Seven. However, development activities on the former IMICO property may advance or delay anticipated timing.

As part of the Downtown Public Realm Plan's *Founder's Gateway* project, pedestrian improvements could be made in the vicinity of Macdonell Street and Elizabeth Street intersection. The accessibility audit consultant will be asked to review measures to improve pedestrian connections in this area.

# Year Eight

- York Road reconstruction (Phase 3).
- Streetscape improvement on York Road (Phase 2).
- Duke Street reconstruction.

Road projects include the reconstruction of York Road between Stevenson Street and Victoria Road. Following the improvements of York Road, streetscape improvements will be made. Streetscaping will improve the visual quality of the York Road commercial & industrial properties. Reconstruction of Duke Street is also scheduled in Year Eight.

## Year Nine

- Streetscape improvement on York Road (Phase 3).
- Ferguson Street reconstruction (Phase 1).
- Huron Street reconstruction (Phase 1).

Following the final phase of York Road construction, streetscape improvements will be made. This streetscaping will assist in improving the visual quality of the York Road commercial and industrial properties. Road reconstruction projects include Ferguson Street between Huron and Morris and the reconstruction of Huron Street between Elizabeth and Alice.

#### Year Ten

- Ferguson Street reconstruction (Phase 2).
- Huron Street reconstruction (Phase 2).
- Neighbourhood Park beside Sacred Heart School and Community Trail linkage from Cross Street to Macdonell Street

Road projects include reconstruction of Ferguson Street between Morris and Stevenson and the reconstruction of Huron Street between Alice and York. Earlier redevelopment of the industrial lands on Huron Street may change the anticipated timing.

A new Neighbourhood Park has been located beside Sacred Heart School. In addition, a Community Trail linkage from Cross Street to Macdonell Street has been indicated. Both of these projects are dependent upon the redevelopment of

the W.C. Wood property. The timing of development is at the discretion of the landowner.

#### 6.4 Technical Studies

The following background and technical studies have been completed and form the basis for the identified Community Improvement Plan projects.

- Ward One Area Future Land Use Strategy (1992) prepared by Hemson Consulting, The Proctor Redfern Group and Baird Sampson Architects
- Ward One Infrastructure Study (2001) prepared by Totten Sims Hubicki
- Ward One Community Improvement Plan Traffic Impact Study (2001) prepared by Paradigm Transportation Solutions
- St. Patrick's Ward Pedestrian Accessibility Evaluation (2002) prepared by Beyond Ability International

These documents are available for review in the Planning Department.

# 7.0 IMPLEMENTATION OF THE COMMUNITY IMPROVEMENT PLAN

It is anticipated that the St. Patrick's Ward Community Improvement Plan will be implemented over a ten-year period. The approval of the Community Improvement Plan provides an overall context for a variety of City and private sector initiatives. The Plan provides a framework for individual actions to occur in a planned and coordinated manner. In addition to the proposed City costs shown on **Tables One and Two**, staff will investigate alternative funding opportunities including:

- Senior government infrastructure programs or other funding initiatives;
- Public-private joint venture initiatives;
- Developer contributions as a condition of development approval; and,
- Corporate sponsorship from local businesses.

Staff have estimated the project timelines in **Tables One and Two**. Funding for the projects on **Table One** will form the basis for allocation of funds in the appropriate City budgets. A public review of project priorities should take place after five years. Due to unforeseen circumstances or new information coming available, project priorities may change. Public notice of these changes should occur as part of the recommended five year review of the Community Improvement Plan.

Table One: Community Improvement Projects: Years One to Five

PROJECT	YEAR	ROADS, STORM SEWERS	SANITARY SEWERS	WATERMAINS	STREETSCAPE TRAILS AND PARKS	PLANNING STUDIES	TOTAL
Traffic Management Implementation	One	\$50,000					\$50,000
Ontario/Neeve Water Upgrade	One			\$50,000		-	\$50,000
Official Plan/Zoning Review	One					Staff Time	N/a
Financial Incentive Review	One					Staff Time	N/a
Accessibility Audit	One					\$8,000	\$8,000
Guelph Junction Railway Guideline	Two					\$5,000	\$5,000
Property Standards Audit	Two					TBD	TBD
Implementation of New Land Use	Two					Staff Time	N/a
Policies and Financial Incentives		0 0 0	1	1111			000
Morris Reconstruction (Phase 1)	Two	\$490,000	\$185,000	\$155,000			\$830,000
Wyndham/Speed River Parkette	Two				\$26,000		\$26,000
Neeve Streetscape (+east sidewalk)	Three				\$65,000		\$65,000
Morris Reconstruction (Phase 2)	Three	\$515,000	\$165,000	\$140,000			\$820,000
Elizabeth Reconstruction	Three	\$960,000	\$325,000	\$370,000			\$1,655,000
York/Victoria Intersection	Three						Capital Budget
Fizabeth Streetsane	Four				\$165,000		\$165,000
Fizabeth/Victoria Gateway	Four				\$19,000		\$19,000
Victoria/York Gateway	Four				\$19,000		\$19,000
Stevenson Reconstruction	Four	\$1,200,000	\$360,000	\$360,000			\$1,920,000
Alice Reconstruction	Five	\$710,000	\$235,000	\$235,000			\$1,180,000
York Reconstruction (Phase 1)	Five	\$735,000	\$375,000	\$440,000			\$1,550,000
Parking Area for York Road Park	Five				\$30,000		\$30,000
Stevenson Streetscape & Parkette	Five				\$92,000		\$92,000
Five Year Review of Community	Five					Staff Time	N/a
Improvement Plan Priorities			000 250 50	11.000	7774	000	404 000
Five Year Total Cost		\$4,660,000	\$1,645,000	\$1,750,000	\$416,000	\$13,000	\$8,484,000
Percent of Total Cost (Years 1-5)		25%	19%	21%	4.9%	0.1%	100%

Ten	
ears Six to	
Projects: Y	•
Table Two: Community Improvement Projects: Years Six to Ten	
Community	
Table Two:	

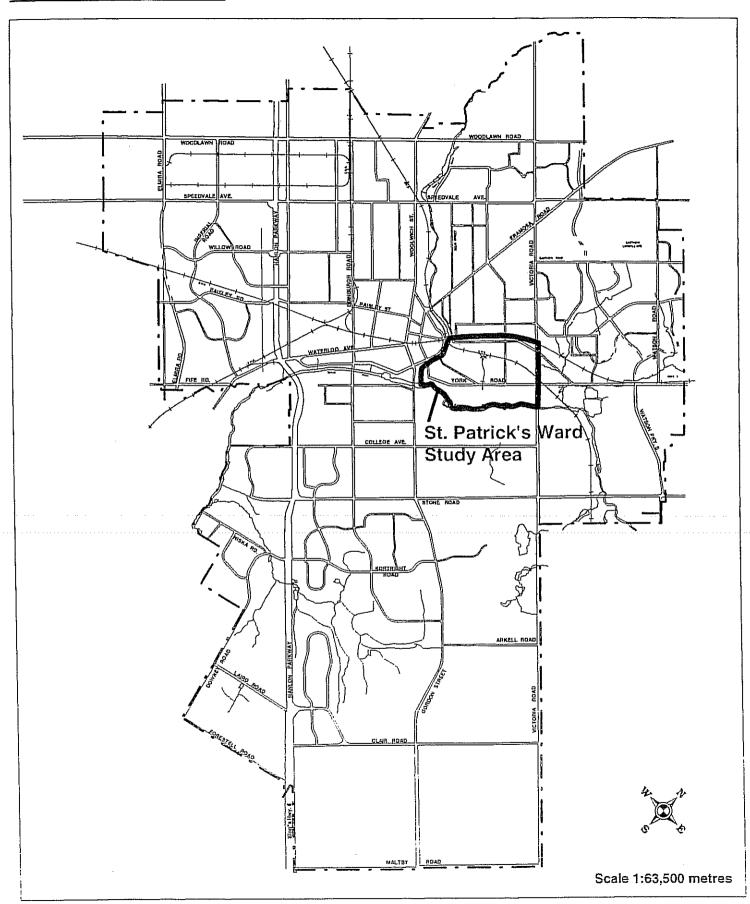
PROJECT	YEAR	ROADS, STORM SEWERS	SANITARY SEWERS	WATERMAINS	STREETSCAPE TRAILS AND PARKS	PLANNING STUDIES	TOTAL COSTS
York Streetscane (Phase 1)	Six				\$114,000		\$114,000
Wyndham to York Trail Linkage*	Six				\$16,000		\$16,000
Arthur Reconstruction*	Six	\$590,000	\$100,000	\$120,000			\$810,000
Victoria Reconstruction and Trail	Six						Capital
Crossing of Eramosa River							Budget
York Reconstruction (Phase 2)	Seven	\$350,000	\$105,000	\$125,000			\$580,000
Victoria Streetscape	Seven				\$45,000		\$45,000
100 Steps Reconstruction****	Seven	\$100,000					\$100,000
Beverley Reconstruction*	Seven	\$255,000	\$85,000	\$70,000			\$410,000
Pedestrian Improvements to	Seven				N/a		Implement as
Downtown, John Galt Park (part of						-	Downtown
Founders Gateway project)							Public Realm
York Reconstruction (Phase 3)	Eight	\$380,000	\$200,000	\$235,000			\$815,000
York Streetscape (Phase 2)	Eight				\$57,000		\$57,000
Duke Reconstruction*	Eight	\$255,000	\$75,000	\$90,000			\$420,000
York Streetscape (Phase 3)	Nine				\$57,000		\$57,000
Ferquson Reconstruction (Phase 1)	Nine	\$340,000	\$95,000	\$115,000			\$550,000
Huron Reconstruction (Phase 1)*	Nine	\$450,000	\$125,000	\$145,000			\$720,000
Ferquson Reconstruction (Phase 2)	Ten	\$370,000	\$105,000	\$120,000			\$595,000
Huron Reconstruction (Phase 2)*	Ten	\$350,000	\$95,000	\$110,000			\$555,000
Woods Park and Community Trail**	Ten				\$250,000**		DC funding
Five Year Total Cost		\$3,440,000	\$985,000	\$1,130,000	\$289,000	0	\$5,844,000
Percent of Total Cost (Years 6-10)		29%	17%	19%	5%	%0	100%
10 Year Costs		\$8,100,000	\$2,630,000	2,880,000	\$705,000	\$13,000	\$14,328,000
Percent of Total 10 Year Costs		21%	18%	20%	4.9%	0.1%	100%

Note:

 Indicates that these projects are development related. Timing above is estimated.
 Indicates that this park project is funded by development charges and not included in the total.
 Indicates that only City costs are shown above and excludes any connecting link funding for Highway 7 improvements and any expected developer contributions.

\*\*\*\*Indicates that bridge replacement is in the Capital Budget for Canadian National Railways.

TBD- Consulting budget to be determined. Sufficient funds have been allocated in the approved Capital Budget.



Improvement Project Area Extent of Community

Scale 1:9,000 metres

Produced by the City of Guelph Planning Department January 2002

Timing dependant on development of W.C. Wood lands Year Four - Seven Year One - Three Year Eight - Ten N. CFF AIRDTOW YEARS:  $\infty$ TE SIRBAH TS SIFFIOM Gateway Treatment Streetscape, Park & Trail Improvements м ажномяэтам Trail Linkage Streetscape Is NOUNH Legend: Produced by the City of Guelph Planning Department January 2002 St. Patrick's Ward Scale 1:9,000 metres Schedule D VARDON